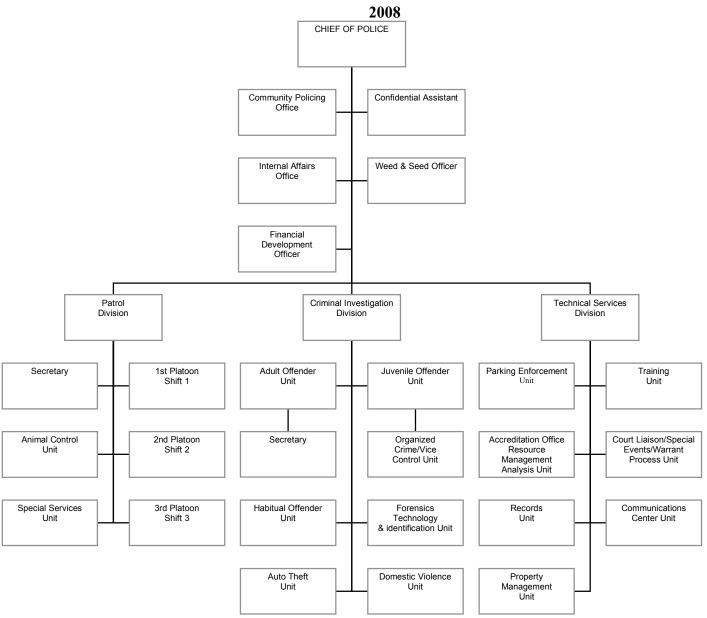
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HARRISBURG BUREAU OF POLICE ORGANIZATIONAL CHART



HARRISBURG BUREAU OF POLICE ACCREDITATION 2008

ATTAINMENT AND RETENTION

The Accreditation Process and Re-accreditation Program were reassigned to the Technical Services Division in 1991 after having been subordinated to the Office of the Chief since 1989. The Program was reassigned back to the Office of the Chief of Police in 2005 and reassigned back to the Technical Services Division in 2006. The ongoing process and programs to maintain accreditation in 1994 became the additional function of the Technical Services Commander and the Resource Management Unit. The Bureau of Police was re-assessed in June 2008 and was awarded re-accreditation and a Meritorious Certificate in proclaiming 15 or more years of accredited status, at the C.A.L.E.A. Conference in Boca Raton, Florida. The Bureau of Police will be reassessed in 2011.

The Harrisburg Bureau of Police achieved state accreditation in July 2006 and was reaccredited in July of 2008. The Bureau now holds a duel-accredited status and is one of only nine (9) police agencies in Pennsylvania to hold a duel-accredited status. The Bureau of Police will be reassessed in 2011.

LAW ENFORCEMENT ACCREDITATION AN OVERVIEW

ABOUT THE COMMISSION

In 1979 the Commission was created through the combined efforts of four major law enforcement organizations:

- International Association of Chiefs of Police
- National Organization of Black Law Enforcement Executives (NOBLE)
- National Sheriffs Association
- Police Executive Research Forum

These organizations continue to serve in an advisory capacity to the Commission and are responsible for appointing members of the Commission.

PURPOSE OF THE COMMISSION

The Commission was formed for two reasons:

- 1. To develop a set of law enforcement standards
- 2. To establish and administer an accreditation process through which law enforcement agencies could demonstrate voluntarily that they meet professionally recognized criteria for excellence in management and service delivery.

ROLE AND RESPONSIBLITIES OF COMMISSIONERS

Persons who serve on the Commission on Accreditation for Law Enforcement Agencies are appointed to three-year terms. During their service, Commissioners do the following:

- Attend three 3-day meetings per year in March, July and November
- Review reports about law enforcement agencies being considered for accredited or re-accredited status, and participate on a committee that interviews Chief Executive Officers of those agencies during Commission meetings.
- Serve on a Commission sub-committee (Corporate Affairs, Standards Review and Interpretations, or Outreach) to make policy decisions about Commission operations or the standards for law enforcement accreditation.
- Represent the Commission, as needed, at law enforcement agency accreditation award ceremonies.
- Promote law enforcement accreditation to professional colleagues.
- To assist them in carrying out their responsibilities, newly appointed Commissioners attend an orientation session at their first Commission meeting.

ORGANIZATION OF THE BOARD

The twenty-one member Commission is composed of eleven law enforcement professionals and ten representatives of the public and private sectors. Commissioners serve three year staggered terms.

The Commission is a private, non-profit corporation. It is not of, or obligated to, any governmental unit. Fees paid by law enforcement agencies defray the Commission's major operating costs. The Commission's authority is derived solely from the voluntary participation of law enforcement agencies in the accreditation program.

THE STANDARDS ADDRESS NINE MAJOR LAW ENFORCEMENT SUBJECTS

- Role, responsibilities and relationships with other agencies
- Organization, management and administration
- Personnel structure
- Personnel process
- Operations
- Operational support
- Traffic operations
- Prisoner and court-related activities
- Auxiliary and technical services

GOALS

The standards help law enforcement agencies:

- Strengthen crime prevention and control capabilities
- Formalize essential management procedures
- Establish fair and nondiscriminatory personnel practices
- Improve service delivery
- Solidify interagency cooperation and coordination
- Boost citizen and staff confidence in the agency

COMPLIANCE

Agencies that seek accreditation are required to comply only with those standards that are specifically applicable to them. Applicability is based on two factors:

- Agency size
- Functions the agency performs

Applicable standards are categorized as mandatory or other than mandatory standards. If an agency cannot comply with a standard because of legislation, labor agreements, court orders, or case law, waivers can be obtained from the Commission.

"WHAT" NOT "HOW"

Seeking to establish the best professional practices, the standards prescribe "what" agencies should be doing, but not "how" they should be doing it. That decision is left to the individual agency and its Chief Executive Officer.

FOLLOWING ARE THE MAJOR BENEFITS OF ACCREDITATION

- Controlled Liability Insurance Costs

 Accredited status makes it easier for agencies to purchase police liability insurance; allows agencies to increase the limit of their insurance coverage more easily; and, in many cases, results in lower premiums.
- Stronger Defense Against Lawsuits and Citizens Complaints
 Accredited agencies are better able to defend themselves against lawsuits and citizen complaints. Many agencies report a decline in legal actions against them after they become accredited.
- Greater Accountability Within the Agency
 Accreditation standards give the Chief Executive Officer a proven
 management system of written directives, sound training, clearly defined lines
 of authority and routine reports that support decision making and resource
 allocation.
- Staunch Support From Government Officials

Accreditation provides objective evidence of an agency's commitment to excellence in leadership, resource management and service delivery. Thus, government officials are more confident in the agency's ability to operate efficiently and meet community needs.

• Increased Community Advocacy Accreditation embodies the precepts of community oriented policing. It creates a forum in which police and citizens work together to prevent and control challenges confronting law enforcement and provides clear direction

control challenges confronting law enforcement ar about community expectations.

Improved Employee Morale

Accreditation is a coveted award that symbolizes professionalism, excellence and competence. It requires written directives and training to inform employees about policies and practices, facilities and equipment to ensure employees' safety and processes to safeguard employee's rights. Employees take pride in their department, knowing it represents the very best in law enforcement.

SUMMARY

Through Accreditation, we have voluntarily accepted the challenge to prove that the Harrisburg Bureau of Police is one of the best law enforcement agencies in the United States and the Commonwealth of Pennsylvania.

The citizens of Harrisburg are the primary benefactors of Accreditation and should be confident knowing the Harrisburg Bureau of Police has accepted such a challenge. The achievement of Accreditation legitimizes the claim that the Bureau of Police is a professional organization, dedicated to the highest standards of performance and responsible to the community it serves.

The Harrisburg Bureau of Police has taken great pride in this prestigious achievement. Currently, as of October 2008, there are 746 accredited agencies nationwide.

SWORN PERSONNEL RANK AND ASSIGNMENT BY RACE AND SEX

Rank	White	White	Black	Black	Hispanic	Hispanic	Asian	Asian
	Male	Female	Male	Female	Male	Female	Male	Female
Chief	1							
Captain	1	1	1					
Lieutenant	1	2					1	
Sergeant	5	2	1		1			
Corporal	4	2	2	1	1		1	
Investigator	3	1						
Patrol Officer	65	15	12	2	3	2		1
Detective	16		4		2	1		
Total	96	23	20	3	7	3	2	1

HARRISBURG BUREAU OF POLICE SWORN PERSONNEL

<u>Officer</u>	Date of Employment	Rank
Brown, Ralph C.	09/25/73	Lieutenant
Pickles, Richard L.	09/02/77	Captain
Karlsen, Clifford A.	12/31/80	Sergeant
Taylor, Tanya L.	12/31/80	Police Officer
Ritter, Pierre	12/31/80	Captain
Duffin, Kevin R.	12/31/80	Detective
Hartley, Robert G.	10/19/82	Police Officer
Harden, Rena M.	01/06/83	Police Officer
Marshall, Sheldon D.	01/06/83	Police Officer
Massey, Elijah Q.	01/06/83	Detective
Steele, Grant C.	01/20/84	Detective
Gonzalez, Jr., Angel M.	01/20/84	Police Officer
Muldrow, Lydell V.	06/07/85	Corporal
Snyder, William T.	06/07/85	Police Officer
Fegan, Robert H.	06/07/85	Lieutenant
Salvadia, John A.	08/01/86	Police Officer
Baez, Hector L.	08/01/86	Detective
Woodring, Briana L.	08/01/86	Lieutenant
Taylor, Matthew A.	08/01/86	Detective
Ridge, Jean	08/01/86	Police Officer
Books, Annette L.	08/01/86	Lieutenant
Kellar, Charles G.	08/01/86	Chief
Hammaker, Timothy J.	08/01/86	Police Officer
DeLeon, Gabriel S.	08/01/86	Police Officer
Bailey, Michelle R.	08/01/86	Corporal
Reed, Leo K.	07/31/87	Police Officer
Garman, Bruce A.	07/31/87	Police Officer
Heron, Doreen M.	07/31/87	Police Officer
Adams, Tammy K.	07/31/87	Corporal
Burgos, Emma D.	07/31/87	Police Officer
Rivera, Victor	07/31/87	Detective
Carter, Timothy M.	07/31/87	Detective
Feduke, Jr., Wesley D.	07/29/88	Police Officer
Webber, Daniel M.	07/29/88	Police Officer
Rivera, Jr., Alfredo	07/29/88	Police Officer
Capello, Sharon L.	07/29/88	Sergeant
Martin, Jodie E.	07/29/88	Police Officer
Umipig, Michael D.	07/29/88	Lieutenant
Carter, Thomas C.	07/29/88	Sergeant
Weaver-Carter, Wendelin L.	09/04/89	Police Officer
Godusky, Clark T.	08/03/90	Police Officer
Ewing, Deborah A.	08/03/90	Police Officer
Black, David E.	08/03/90	Police Officer
Cesari, Joseph J.	08/03/90	Police Officer
Court, Joseph J.	00/03/70	1 Office Officer

Wetzel, Kelly R.	08/03/90	Sergeant
Reigle, Deborah J.	08/03/90	Police Officer
Savel, Michael J.	08/03/90	Acting Detective
Cook, Jeffrey J.	08/30/90	Police Officer
Lucas, Leroy P.	08/03/90	Forensic Investigator
Paige, Aaron E.	08/03/90	Police Officer
Harman, Brenda	08/03/90	Police Officer
Crouser, Susan J.	08/03/90	Police Officer
Baldwin, Cindy L.	08/03/90	Captain
Edwards-Kissner, Sherry L.	08/03/90	Police Officer
Lau, David A.	05/23/91	Detective
Novacek, Steven L.	05/23/91	Sergeant
Schriver, Jeffrey M.	05/23/91	Detective
Holmes, Brenda E.	05/23/91	Sergeant
Hohman, Angela J.	05/23/91	Police Officer
Bright, Amy E.	05/23/91	Police Officer
Lyda, Raymond R.	05/23/91	Corporal
McKenzie, Annemarie L.	05/23/91	Police Officer
Kyle, David C.	05/22/92	Police Officer
Heffner, Donald E.	05/22/92	Detective
Zimmerman, Joseph A.	05/22/92	Detective
O'Connor, John C.	05/22/92	Detective
Prisbe, Steven R.	05/22/92	Corporal
Sorensen, Dennis J.	05/22/92	Sergeant
Moody, Deric E.	05/22/92	Corporal
Rivera, Peter	05/22/92	Police Officer
Cleary, Colin	05/21/93	Sergeant
Martin, Walter B.	05/21/93	Police Officer
Jenkins, Levell	05/21/93	Detective
Aldrich, Kirk E.	05/21/93	Police Officer
Trovy, Paula A.	01/14/94	Police Officer
Rodriguez, Luis	01/14/94	Sergeant
Ryan, Thomas	05/20/94	Police Officer
McKenzie, Robert E.	05/20/94	Police Officer
Olivera, Gabriel	05/20/94	Corporal
Lamonto, Michael S.	05/18/95	Corporal
Bielenda, Christine C.	05/18/95	Detective
Abromitis, Todd A.	05/18/95	Corporal
Green, Laura	05/18/95	Corporal
Shoeman, Rodney D.	05/18/95	Detective
Brown, Leslie A.	05/18/95	Police Officer
Galkowski, James	05/20/96	Police Officer
Hooper, Milo	05/20/96	Police Officer
Barrelet, Stephanie	05/20/96	Police Officer
Marsh, Jeffrey D.	05/19/97	Police Officer
Brinker, Jason D.	09/15/97	Detective

Sunday, Chad A.	09/15/97	Police Officer
Delozier, Christopher J.	09/15/97	Police Officer
Fulton, Mark S.	09/15/97	Police Officer
Donofrio, Shawn M.	09/15/97	Acting Detective
Cornick, Sean D.	09/15/97	Detective
Ferrari, Jarret J.	09/15/97	Detective
Nordstrom, Matthew A.	09/14/98	Police Officer
Krokos, Christopher	09/14/98	Detective
Wealand, Terry D.	09/14/98	Corporal
Neal, Ryan J.	05/17/99	Detective
Turchetta, Jason G.	05/17/99	Police Officer
Hawkins, III, James R.	05/17/99	Police Officer
Akakpo-Martin, Atah H.	05/17/99	Police Officer
Meik, Tyron E.	05/17/99	Police Officer
Kimmick III, William H.	05/17/99	Forensic Technician
Henry, Delon K.	05/17/99	Police Officer
Johnson, Harold	05/15/00	Police Officer
Kennedy, Quinten	05/15/00	Police Officer
Fleagle, Robert	05/15/00	Police Officer
Hall, Marc E.	01/08/01	Police Officer
Silvio, Christopher M.	01/08/01	Police Officer
Sanderson, Michael P.	01/08/01	Police Officer
Marshall, Joseph C.	01/08/01	Police Officer
Grynkewicz III, Edward V.	01/08/01	Police Officer
Minnier II, Robert J.	01/08/01	Police Officer
Gold, Aaron J.	01/08/01	Police Officer
Brooks, Timothy G.	01/08/01	Police Officer
McNaughton, Marc A.	01/08/01	Forensic Technician
Ramos, Libertad	01/08/01	Detective
Gibney, Richard C.	01/08/01	Police Officer
Lyda, Karen A.	01/08/01	Forensic Investigator
Peiper, Daniel L.	01/08/01	Police Officer
Young, Jr., Kenneth L.	01/08/01	Police Officer
Covey, Teresa	01/08/01	Police Officer
Iachini, Jr., Richard J.	01/08/01	Detective
Miller, Garrett R.	01/08/01	Police Officer
Fenton, Derek W.	01/22/02	Police Officer
Owens, Jr., William H.	01/22/02	Police Officer
Doll, John A.	01/22/02	Police Officer
Canfield, Craig D.	01/22/02	Police Officer
Lauver, Stacey L.	01/22/02	Police Officer
Clark, Jeffrey H.	01/22/02	Police Officer
Bates, Darrin A.	07/08/02	Police Officer
English, Kelly J.	07/08/02	Police Officer
Paul, Jason J.	07/08/02	Police Officer
Chance, Todd R.	07/06/04	Police Officer

07/06/04	Patrol Officer
07/06/04	Police Officer
01/18/05	Police Officer
01/18/05	Police Officer
07/05/05	Police Officer
01/17/06	Police Officer
07/05/06	Police Officer
07/05/06	Police Officer
07/05/06	Police Officer
07/02/07	Police Officer
01/14/08	Police Officer
01/14/08	Police Officer
07/07/08	Police Officer
07/07/08	Police Officer
	07/06/04 01/18/05 01/18/05 01/18/05 07/05/05 07/05/05 07/05/05 07/05/05 07/05/05 07/05/05 07/05/05 07/05/05 07/05/05 07/05/06 07/05/06 07/05/06 07/05/06 07/05/06 07/02/07 07/02/07 07/02/07 07/02/07 07/02/07 01/14/08 01/14/08 01/14/08

NON-SWORN DISTRIBUTION OF PERSONNEL

Office of the Chief of Police 1
Technical Services Division 39
Uniformed Patrol Division 2
Criminal Investigation Division 1
Total 43

ASSIGNMENT BY RACE AND SEX

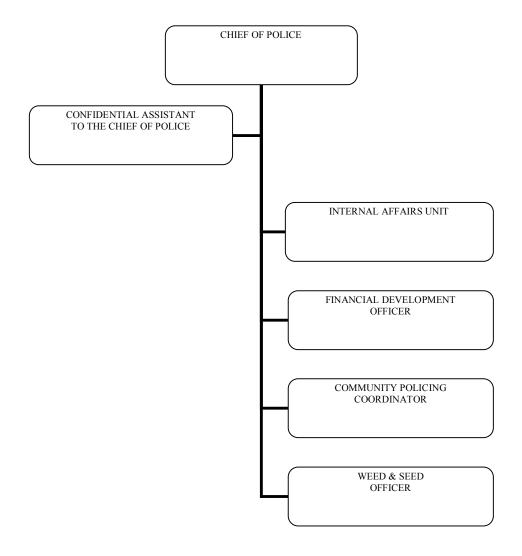
	White	White	Black	Black	Hispanic	Hispanic
	Male	Female	Male	Female	Male	Female
Technical Services		1				
Administrator						
Community Policing						
Coordinator						
Training/Quality Assurance				1		
Communications Center	4	2	1			
Supervisor						
Communications Center	1	2	1	9		2
Operator						
Records Center Operator		1		2		
Parking Enforcement Officer	2	1	3	1	2	1
Animal Control Officer	1					
Administrative Assistant		1				
Secretary		1				1
Clerk Typist				1		
Financial Development Officer						
Confidential Assistant to Chief of Police		1				
Total	8	10	5	14	2	4

HARRISBURG BUREAU OF POLICE CIVILIAN PERSONNEL

<u>Name</u>	Date of Hire	Job Title
Harman, Steven P.	02/20/73	Communication Center Supervisor
Good, Kerry J.	08/30/76	Records Center Operator IV
Patry, Sandra L.	08/24/77	Administrative Assistant I
Solivan, Helen M.	02/13/78	Technical Services Administrator
Wilson, Carla D.	04/23/79	Records Center Operator IV
Cooksey, Rene	07/08/85	Telecommunicator IV
Macri, Mattea L.	09/03/85	Telecommunicator IV
Lamke, Fred R.	11/04/85	Dog Law Enforcement Officer II
Baskins, Maurice N.	10/20/86	Parking Enforcement Officer II
Quinones, Blanca I.	08/01/88	Parking Enforcement Officer II
Terry, Robin	08/01/88	Parking Enforcement Officer II
Baker, Debra A.	11/20/89	Telecommunicator IV
Lopez, Hector D.	08/05/91	Parking Enforcement Officer II
Carrasquillo, Ruth	07/20/92	Telecommunicator IV
Grant, James R.	11/30/92	Parking Enforcement Officer II
Reese, Kenneth A.	03/22/93	Communication Center Supervisor
Burnett, Nanette S.	05/31/94	Clerk Typist/Data Entry Operator
Lusk, Debra L.	07/25/94	Secretary II
Proctor, Edward R.	10/30/95	Parking Enforcement Officer II
Yanich, Diane M.	07/08/96	Confidential Assistant
Garcia-Navarro, Jorge	08/25/97	Parking Enforcement Officer II
Badillo, Caridad	07/20/98	Secretary I
Borelli, Ann	09/14/98	Telecommunicator II
Tipton, Melissa	11/22/99	Records Center Operator II
Pritula, Janet	07/31/00	Parking Enforcement Officer II
Anthony, Wilfred Jr.	08/14/00	Parking Enforcement Officer II
Miller, Elsie	01/02/01	Telecommunicator II
Clea, Janice	04/09/01	Telecommunicator III
Moore, William E.	08/20/01	Communication Center Supervisor
McMillen, Christopher	12/31/01	Parking Enforcement Officer II
Lesperance, Joseph P.	03/12/07	Communication Center Supervisor
Muth, Ronald E.	02/23/04	Communication Center Supervisor
Diallo, Oumou	05/02/05	Quality Assurance/Training Supervisor
Dalton, Michael	05/02/05	Telecommunicator II
Lewis, Steven D.	08/29/05	Part-time Comm Ctr Supervisor
Wealand, Brooke R.	08/29/05	Part-time Comm Ctr Supervisor
McGarvey, Carmelo F.	12/12/05	Parking Enforcement Officer I
George-Williams, Keisha S.	04/17/06	Telecommunicator II
Rodriguez, Ebelinda	05/15/06	Telecommunicator II
Cole, Douglas	06/26/06	Communication Center Supervisor
Echols, Teanna M.	06/11/07	Telecommunicator I
<u>Name</u>	Date of Hire	Job Title
Williams, Cache	06/11/07	Telecommunicator I

Long, Jennifer	06/11/07	Telecommunicator I
Young, Christina	10/29/07	Telecommunicator I
Thompson, Perry	11/13/07	Telecommunicator I
Kroboth, Tonia Y.	01/07/08	Records Center Operator II
Norman, Markeeta C.	01/07/08	Telecommunicator I
Solomon, Karen J.	01/07/08	Telecommunicator I
Spriggs, Dominique	01/07/08	Telecommunicator I
Bradney, Steven A.	03/31/08	Communication Center Supervisor
Fishbein, Justin	11/03/08	Telecommunicator I
Piper, Latonya R.	11/03/08	Telecommunicator I
Shetzline, Stephen H.	11/03/08	Telecommunicator I
Godbee, Rachel	12/22/08	Telecommunicator I

OFFICE OF THE CHIEF OF POLICE ORGANIZATIONAL CHART



INTERNAL AFFAIRS UNIT CITIZEN COMPLAINTS

CHARGE	RGE COMPLAINANT OFFICER			LAINANT				FINDINGS*							
	WM	HM	BM	WF	HF	BF	WM	BM	WF	HF	BF	S	NS	EX	U
Force			1				1							X	
Force	1						2							X	
Force	1						4					1		3	
Force			1				1							X	
Conduct						1	1							X	
Conduct						1	1							X	
Conduct			1				2							X	
Conduct			1				2							X	
Verbal	1						1					1			
Verbal	1						1	_				1			
TOTAL	4	0	4	0	0	2	16	0	0	0	0	3	0	10	0

BUREAU INITIATED

CHARGE		OFFICER/CIVILIAN					FIND	INGS*	ŀ
	WM	BM	HM	HF	WF	S	NS	U	EX
Conduct	1					X			
Conduct	1					X			
Conduct					1	X			
Residency					1		X		
Firearms	2		1						X
TOTAL	4	0	1	0	2	3	1	0	1

*Findings
S - Sustained

NS - Not Sustained

U - Unfounded

E - Exonerated

RECRUITMENT

Six (6) individuals were hired for the position of Police Officer during 2008. One (1) failed the Police Academy. Also, six (6) officers/detectives left the Bureau in 2008. (Retired)

	2002	2003	2004	2005	2006	2007	2008
White Male	12		12	11	11	7	6
White Female	2				1	1	
Black Male	1			3	5		
Black Female					1		
Hispanic Male						1	
Hispanic Female				1			
Asian Male							
Asian Female							

RESOURCE MANAGEMENT UNIT

In 2008 the Resource Management Unit was staffed by one police corporal. This Unit reports directly to the Technical Services Commander and is responsible for the following functions:

1. CRIME ANALYSIS

- In addition to preparing monthly crime and officer productivity reports, this Unit responds to any requests for specific crime analysis information.
- The Unit added additional data to the monthly in-house statistical reports in an effort to provide more information to Bureau supervisors.
- The Unit implemented reports keeping statistics on juvenile arrests and calls for service.
- The Unit implemented tracking reports for robbery, burglary, larceny and auto theft. These statistics are reported by district.

2. PLANNING

• The primary planning function for the Resource Management Unit is the writing and revision of Bureau policy including General and Special Orders.

3. ACCREDITATION ACTIVITIES

• This Unit is responsible for the re-accreditation process by reviewing all accreditation files for compliance with C.A.L.E.A. and P.L.E.A.C. standards. All General Orders, Special Orders and Bureau manuals are reviewed for compliance.

STATISTICAL ANALYSIS

The statistical component of the Resource Management Unit compiles crime data and produces periodic reports measuring criminal activity and identifying crime trends.

The standard used to measure the criminal activity is the Federal Bureau of Investigation's Uniform Crime Reporting System (UCR). All police agencies use the UCR's Part I Crime Categories, i.e., Homicide, Rape, Robbery, Assault, Burglary, Theft, Motor Vehicle Theft and Arson for the purpose of establishing a crime index within their jurisdictions.

During 2008, the City of Harrisburg recorded 3,344 Part I Crimes.

CATEGORY	2007	2008	% CHANGE
HOMICIDE	12	10	-16.67%
RAPE	46	43	-6.52%
ROBBERY	404	435	7.67%
ASSAULT	260	223	-14.23%
BURGLARY	666	718	7.81%
THEFT	1,728	1,604	-7.18%
AUTO THEFT	165	278	68.48%
ARSON	29	33	13.79%
TOTAL	3,310	3,344	1.03%

2008 Part I Crime totals are the finalized figures reported and published in the "Crime in Pennsylvania" Uniform Crime Report (UCR) completed by the Pennsylvania State Police.

BUREAU CALLS FOR SERVICE

	2007	2008	NUMERICAL CHANGE	% CHANGE
TOTAL	48,017	49,863	1,846	3.70%

*2008 UCR ARREST STATISTICS

MALES	FEMALES
3,180	907

ADULTS	JUVENILES
3,469	618

BLACKS	WHITES	OTHERS
2,782	1,300	5

ARRESTS BY ETHNIC ORIGIN

HISPANIC	
	443
NON-HISPANIC	
	3,644
TOTAL	
	4,087

^{*}Does not include category numbers: 2641, 2643, 2651, 2653, and 2700 to 4800.

CRIME PREVENTION AND COMMUNITY RELATIONS

The Crime Prevention/Community Relations Unit is dedicated to reducing crime through citizen involvement. With constant utilization of the Neighborhood Crime Watch Program through community meetings and officer involvement, many new and innovative programs were developed to increase this interaction. This Unit is responsible for approximately thirty (30) programs, projects and activities directly related to its overall mission of crime reduction and community service.

Crime Prevention/Community Relations Unit programs, projects and activities are as follows:

1. The Diversion Program (Teenagers)

This program provides intervention and counseling services for teenagers and their families on such matters as behavioral problems, supervision and disciplinary problems, truancy and other related family matters. (Juvenile Offender Unit)

2. Youth Cadet Program

A jointly sponsored program between the Police Bureau and the Harrisburg School district, established at the Harrisburg Middle School, provides police leadership and instruction training as related to the law enforcement profession. (Juvenile Offender Unit)

3. Officer Friendly Program

A uniformed police officer provides training and educational programs to young students and civic associations dealing with crime prevention.

4. Officer McGruff the Crime Dog

Members of the Police Bureau go into the community and give talks on various areas of crime prevention, including both personal and property safety, and tips on reducing crime and target areas for specific groups of citizens. Talks are supplemented by various brochures and other documents in conjunction with the Neighborhood Crime Watch Program.

5. Neighborhood Crime Watch Program

This program is designed to encourage residents to participate in block watching and other crime prevention programs in their neighborhoods. Interested parties are provided with a packet containing information on how to start a Crime Watch Group in their area and what direct services the City offers to help in organizing such a group.

6. Ride Along Program

The Ride-Along/Walk-Along programs were created in 1988 in order to foster greater understanding of the role of law enforcement officers in the community. The programs give participants a unique opportunity to directly experience the components of police work.

7. <u>Citizens' Police Academy</u>

This 9-week Academy is designed for citizens to learn more about their local law enforcement agency. This program provides a source of education in law enforcement issues.

8. Firearms Safety Program

Designed for young people to help ensure their safety and avoid possible injury and/or death through careless handling and usage of firearms. Firearms safety means treating firearms with respect, care and caution.

9. Summer Safety Program

A program of the Crime Prevention Unit in which basic safety tips are given to small children who attend the summer session of the Y.W.C.A. It is composed of approximately twelve (12) lessons, one per week, lasting forty-five (45) minutes each.

10. Halloween Safety Program

A police officer gives children safety tips on how to protect themselves during Halloween night.

11. Stranger Beware Program

Members of the Community Relations/Crime Prevention Unit, along with Officer McGruff the Crime Dog, appear at local schools and daycare centers and offer safety tips to youngsters regarding talking to strangers.

12. Public Housing Crime Prevention Program

This program, designed to assist in the development of block watches, achieves its goal through lectures and seminars.

13. Business Police Academy

Business owners, managers and employees attend a nine-week Academy designed to learn more about their local law enforcement agency. This program provides a source of education in law enforcement issues.

14. Crime Stoppers Program

Under this reward program for information leading to the arrest of criminal offenders, the Crime Prevention/Community Relations Unit serves as coordinator for both the State and the Dauphin County District Attorney's office program.

15. Emergency Business Contact Program

This program is designed specifically for businesses within the community. Each business fills out a form identifying the owner and three (3) emergency contact employees. The information is placed in the computer for emergency purposes. The respective business is issued a specific number and sticker, which are placed in the window, enabling police officers to call in the code number on the sticker and extract the emergency information.

16. Sunshine Line (Senior Citizens)

This program is designed to protect the health and safety of senior citizens living alone, disabled or handicapped. Personal and medical information is distributed to police officers and medical personnel in an emergency situation. A sticker with a number is issued to each individual participating in the program, emergency contact data and medical information is placed in the computer and when information is needed by a police officer, the number is called in and the information provided.

17. Combat Auto Theft Program (C.A.T.)

This program is designed for City residents who own vehicles. Under the program, vehicles are registered with the Police Bureau and receive a sticker with a number on it to place in the car window. Information on owners, operators and vehicles are stored in the computer by sticker numbers. Owners specify times when the vehicle is not normally used and if the vehicle is seen in operation a check of the sticker number is made to determine who the owner/operator is. By participating in the program, owners give police officers permission to stop the vehicle to make sure it is being operated by proper parties.

18. Rape Prevention Program

This program consists of a twenty (20) minute videotape entitled "Can't You See Me" which focuses on attitudes and values. There are presently two (2) female police officers conducting this forty-five (45) minute presentation for schools, human services agencies and crisis management groups.

19. Trash Buster Program

This Program is based on the reward concept of the Crime Stoppers Program. The City of Harrisburg offers up to \$250.00 for information leading to the arrest and conviction of anyone who litters and illegally dumps trash. This effort is coordinated by the Crime Prevention/Community Relations Unit.

20. Neighborhood Mediation Program

Under this program an integral part of the Community Relations Unit's responsibilities, efforts are made in the areas of neighborhood disturbances, noise complaints and interpersonal conflicts. Youth gangs and their repercussions are examined on a yearly basis. The Community Relation/Crime Prevention officer works in conjunction with the Neighborhood Dispute Settlement program of Dauphin County in this area.

21. Residential Security Survey Program

Trained police officers check the security of homes in their communities at the request of the owners or occupants. Officers discuss security habits with the residents and familiarize them with criminal behavior. Residents receive a copy of the survey and the recommendations made by the security officers.

22. Business Security Survey Program

Business sites are inspected; business practices reviewed and a detailed confidential report stressing crime risk management principles are provided to the owner or occupant.

23. Operation Identification

This program encourages the use of a City-provided engraving device for marking personal property. Operation I.D. stickers are issued to the participants of the program, which are applied to exterior doors or windows, warning potential housebreakers that all valuables on the premises have been marked for easy identification.

24. Hug-A-Bear Program

The Harrisburg Bureau of Police, in conjunction with the Central Pennsylvania Kappa Delta Alumni Association, has developed a program whereby police officers investigating incidents that involve children under emotional and stressful conditions issue a teddy bear to the children in an effort to ease the tension and provide a reassuring object for the children to focus on.

25. Drug Abuse Resistance Education Project (D.A.R.E.)

This prevention program's aim is to equip youth with skills to resist the peer pressure to experiment and use harmful drugs. This program is implemented by the Harrisburg Police Bureau and the Harrisburg School District.

26. Holiday Safety Tips

A police officer gives safety tips to all individuals in all kinds of workplace environments.

27. Retail Theft Seminar (Shoplifting)

The Crime Prevention/Community Relations Unit provides a Retail Theft Program, which includes a 15-minute film on techniques, used in shoplifting and a lecture on specific types of shoplifters, their motivation and what is needed for successful prosecution.

28. Personal Protection Awareness Seminar

This seminar includes a discussion of safety measures for individuals, a display of safety devices and a demonstration on safety.

29. SCAMS & Con-Games Seminar

This seminar includes tips on how to detect and avoid scams, etc.

30. <u>Bicycle Safety</u>

This program is designed to teach children about bicycle safety, rules of the road and bicycle laws.

31. Crime Prevention Hot Line

This program is designed to encourage citizens of the community to call police about Bureau policy and practices and also gives crime prevention tips to residents, such as what to look for and how to report crimes.

32. Speakers Bureau:

Drug and Alcohol Abuse Juvenile Justice System Criminal Justice System Domestic Violence School Safety

33. <u>Junior Police Academy</u>

This program is co-sponsored by the Harrisburg School District and the Harrisburg Bureau of Police for students ages 8 through 13 years old. Classes run during summer recess for six hours each day for a period of three weeks involving lectures, visits to law enforcement agencies, recreational activities including picnics and regular exercise.

34. Terrorism Awareness & Training

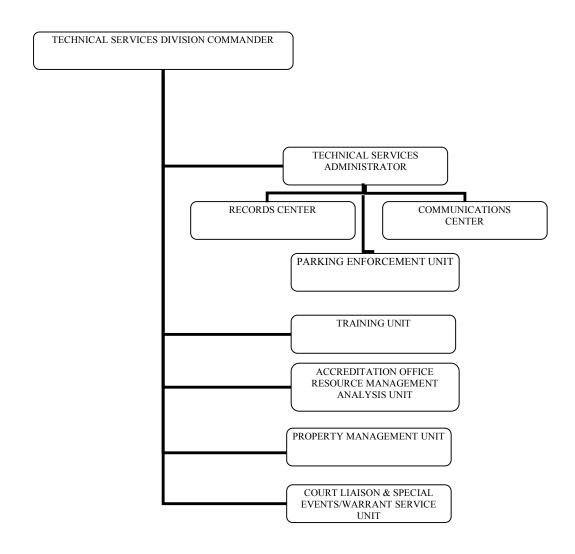
This program was created in response to the 911 attacks against the World Trade Center, the Pentagon and in western Pennsylvania. Residents are taught everything from what to look for to how to report a crime. Instructors cover areas like domestic and foreign threats in an effort to educate the public about how to be better partners with law enforcement.

COMMUNITY POLICING

The implementation of community policing necessitates fundamental changes in the structure and management of the police organization. Community policing differs from traditional policing in how the community is perceived and in its expanded policing goals. While crime control and prevention remain central priorities, community policing strategies use a wide variety of methods to address these goals. The police and the community become partners in addressing problems of disorder and neglect, i.e., public drunkenness, abandoned vehicles, loud music and dumping that although perhaps not criminal, can eventually lead to serious crime. As links between the community and police are strengthened, over time the ensuing partnership will be better able to pinpoint and mitigate the underlying causes of crime. This philosophy has been adopted by the Bureau of Police department-wide.

TECHNICAL SERVICES DIVISION

ORGANIZATIONAL CHART



TECHNICAL SERVICES DIVISION

OVERVIEW

The Bureau's Technical Services Division consists of a variety of units that are commanded by the Technical Services Division Commander. The following units are in this Division:

- Operations/Support Section
- Training Unit/Field Training Program
- Property Management Unit
- Accreditation Unit
- Court Liaison/Special Events Unit
- Warrant/Process Services Unit

A synopsis of the above-mentioned units is provided in the following pages in addition to each unit's 2008 activities.

OPERATIONS SUPPORT SECTION

The Operations Support Section is composed of the Communications Center and Records Center and is supervised by the Technical Services Division Administrator, who reports directly to the Technical Services Division Commander.

COMMUNICATIONS CENTER

The function of the Communications Center is to receive, evaluate and direct all public safety service requests for both Police and Fire Bureaus. Although the actual dispatch function for fire calls has been transferred to Dauphin County Control, the Communications Center still receives and forwards the initial call if it originates from a City telephone exchange. They also act as the initial contact point for numerous calls requesting services from Public Works, Codes, Animal Control, and all other City departments.

The Communications Center is responsible for all police radio dispatch activity, both through voice and Computer Automated Dispatch systems. Additional functions include but are not limited to file maintenance, correspondence preparation, interagency relations, the collection and distribution of critical daily information and the retention/distribution of a vast array of warrants, criminal complaints, court orders and other judicial system documentation.

CENTRAL RECORDS CENTER

The Central Records Center is the repository for all "hard copy" reports, criminal history records and related documents generated by the Bureau of Police and associated agencies. It is operated by a staff of three (3) civilian employees, and their function is to process and manage police information in such a way that will permit instantaneous retrieval of data and source documents upon request on a multi-jurisdictional basis.

Additional functions include accounting for fine and cost monies, operating the Photo Imaging System, responding to requests for information and interacting with all branches of the judicial system on a daily basis. Personnel assigned to the Records Center routinely assist police investigators from a myriad of jurisdictions in obtaining criminal identifications and identity verifications. With the inception of the Bureau's automated reporting system and the electronic integration of this system with numerous other criminal justice agencies, the Records Center has become the initial quality control point. Data errors, omissions and inaccuracies are detected and corrected at this central point.

COMMUNICATIONS CENTER ACTIVITY COMPARISON

INCIDENT NUMBERS ASSIGNED

	2007	2008
January	13,922	14,602
February	11,923	13,048
March	14,434	14,053
April	13,246	14,842
May	14,555	14,436
June	14,553	14,251
July	13,775	15,346
August	13,827	14,802
September	12,689	13,992
October	13,366	14,130
November	12,592	12,871
December	12,017	12,803
TOTAL	160,883	169,163

POLICE CALLS FOR SERVICE

	ANN	ANNUAL		LY	HOU	RLY
	2007	2008	2007	2008	2007	2008
Calls for Service	48,017	49,863	132	137	6	6
Directed Activity	37,925	42,815	104	118	4	5
Administrative Duties	68,722	70,037	192	193	8	8
Uncommitted Patrol Time	5,262	5,312	14	15	.65	.60

SUNDAY		MONDAY		TUESDAY	?	WEDNES	SDAY	THURSDA	Y	FRIDAY		SATURDA	Y
2007	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007	2008
6027	6056	6808	6833	6910	7449	7200	7573	6897	7519	7440	7597	6735	6836
12.5%	12.1%	14.1%	13.7%	14.4%	14.9%	15.0%	15.1%	14.3%	15.0%	15.5%	15.2%	14.2%	13.7%

HOUR	CALLS	RANK ORDER
(MILITARY)		

2400 0100	1.000	1.0
2400-0100	1,606	18
0100-0200	1,465	20
0200-0300	1,489	19
0300-0400	1,043	21
0400-0500	715	22
0500-0600	651	24
0600-0700	668	23
0700-0800	1,967	16
0800-0900	2,330	14
0900-1000	2,399	12
1000-1100	2,443	11
1100-1200	2,454	10
1200-1300	2,537	7
1300-1400	2,505	9
1400-1500	2,601	6
1500-1600	2,936	3
1600-1700	3,050	1
1700-1800	2,948	2
1800-1900	2,731	4
1900-2000	2,610	5
2000-2100	2,506	8
2100-2200	2,343	13
2200-2300	2,052	15
2300-2400	1,814	17
TOTAL	49,863	

TRAINING UNIT

A Police Lieutenant manages the Training Unit. In addition to coordinating and scheduling all training for the department, this Unit also maintains all training records to ensure that each officer of the Bureau maintains standards of certifications as set forth by the Municipal Police Officers Education and Training Commission. The Training Unit is also responsible for all Bureau firearms qualifications and interfacing with the police training at HACC Public Safety Center Academy and the Pennsylvania State Police Academy.

During 2008 officers of the Harrisburg Bureau of Police attended over 40 courses, seminars or programs. Listed below by category is the training obtained.

M.P.O.E.T.C Updates

Legal Updates Current Issues/Homeland Security FATS Judgmental Training Games Criminals Play Street Encounters/Detention and Searches Radical Islam

M.P.O.E.T.C Mandatory Training

Basic Training Academy (HACC)
First Aid Re-certification
CPR Re-certification
Firearms Training and Qualifications

Non-Mandatory Training Course Titles

Advanced Interview and Interrogation 7 Habits of Highly Effective First Line Supervisors POLEX (Advanced Supervisory) POLEX

Gang Identification

Hidden Compartment Detection

Police Patrol Dog Training

Basic Warrant Execution

Computer Forensics

Identifying Deceptive Behavior

Crisis Negotiations

Leadership and Mastering Performance Management

Spanish for Law Enforcement

Death Investigation

Accident Investigation-Forensic Concerns

Firearms and Trace Evidence

Mock Crime Scenes

Shoe, Foot & Tire Marks

Fingerprinting I

Fingerprinting II

Crime Scene Management & Documentation

Photographic Documentation of Crime Scenes Field Training Officer (FTO) EVOC Driving (Police) Verbal Judo Statement Analysis

In-House or Ongoing Training

Booking Room Operations
Ten-Printer Processing
C.L.E.A.N/N.C.I.C. Training & Certification
Digital Crime Scene Photography
Latent Print Examination and Lifting
Forensic Crime Scene Examination
Use of Force / Self Defense
METRO and DCAD Updates
Sexual Harassment Policy Updates
Family Medical Leave Policy Updates
Orientation for New Recruits

Field Training Program for New Recruits

K-9 Training

Crisis Response Team Member Training

Gas Mask Training

The following training periodicals or publications were distributed to Bureau personnel:

Quinlan Press, Arrest Law Bulletin (Monthly)
Quinlan Press, Search and Seizure Bulletin (Monthly)
Quinlan Press, Narcotics Law Bulletin (Monthly)
Quinlan Press, Discipline Law Bulletin (Monthly)
All newly revised Bureau General Orders
All issued Special Orders (affected personnel only)

Training Topics Include:

Bureau General Orders
Bureau Special Orders
Work Rules for Non-Uniform Contract Employees
METRO and DCAD System
Warrant Files
Protection from Abuse Files (PFA)
C.L.E.A.N./N.C.I.C. Training & Certification
TTY/TDD Hearing Impaired Equipment
City Geography
Data Entry of Bureau Warrants and Citations
PennDot System Training and Certification
Secures System Training
Enhanced 911 System Operation

PA Crime Code and Vehicle Code
Direct Alarm Connect System
Radio and Orbacom Systems
Dispatching of Police Responders
Primary and Secondary Radio Duty
HAZMAT/DOT Materials
Terrorism Awareness
Sheltering
Incident Command Procedures
Training/Mentor Program
PEMA Regulations

PROPERTY MANAGEMENT UNIT

The Harrisburg Bureau of Police has in its custody three (3) types of property:

- That which is in the custody of the Bureau
- That which is acquired by the Bureau as found, recovered or evidentiary property
- That which is acquired, owned or used by the Bureau

Since 1989, the Property Management Unit has had oversight responsibility for the Bureau's property. The Unit is divided into two (2) areas:

- Evidence and Property Custodian
- Property Maintenance Officer

The Evidence Custodian is responsible for the adjudication, whether through law, policy or both. The control of evidentiary property, as adjudicated by the Evidence Custodian, is an extremely critical area of the public trust, and measures regarding its handling, security and disposition are the matter of strict policy guidelines.

The Property Management Officer is responsible for all Bureau property. This officer works in conjunction with the Department of Administration's Officer of Budget and Analysis, which maintains an identification and labeling system for all capital assets of the City.

COURT LIAISON/SPECIAL EVENTS/WARRANT/PROCESS SERVICE OFFICER

The Court Liaison Office coordinates the court scheduling process and serves as liaison between the Bureau of Police and the Dauphin County District Attorney's Office. This officer is responsible for assuring the attendance of Bureau officer's schedules for court appearances and providing cancellation notifications and subpoenas.

The Court Liaison Officer reviews daily a list of officers scheduled for court and eliminates those officers who are not needed.

Below is a comparison of 2007/2008 court activities. As indicated, \$313,400 in overtime costs was saved through the efforts of this officer.

	COURT	OFFICERS	OFFICERS	OFFICERS	OVERTIME	O.T.
	DAYS	SUBPOENAED	CANCELLED	ATTENDING		SAVED
2007	151	9,304	6,794	942	\$56,403	\$237,855
2008	233	7,478	6,268	1,210	\$108,900	\$313,400

Additionally, the multifunctional position serves as the Bureau's Special Events Coordinator, receiving, evaluating and creating operational protocols for the Bureau's Annual Event Calendar. During 2008, there were 23 major events requiring additional or specialized personnel and logistics.

The Bureau of Police has a need to provide for warrant service and to interface with all branches of the judicial system on a daily basis.

The Warrant/Process Service Unit consists of one fulltime officer. This officer is primarily responsible for serving warrants, serving subpoenas and providing transport services. Additionally, this officer attends and testifies at preliminary hearings.

The following is a comparison of the 2007/2008 activities of the Warrant/Process Service Unit:

	2007	2008
Summary Warrants Attempted	39	16
Summary Warrants Served	39	16
Amount Owed	\$3,650	\$1,725
Amount Satisfied	\$3,650	\$1,725
Criminal Warrants Processed	32	39
Bail Posted	\$250,000	\$265,000
*Preliminary Hearings Attended	427	0
Subpoenas Served	14,939	10,212
*Total Overtime Saved (Liaison System)	\$35,868	\$6,724
Total Number of Prisoners Transported from outside Jurisdiction Prisons	54	95
Number of Officers Cancelled (Non-Liaison System)	1,482	1,357
Amount Saved By Canceling Officers (Non- Liaison System)	\$124,515	\$119,025
Total (Liaison & Non-Liaison)	\$160,383	\$125,749

PARKING ENFORCEMENT UNIT

The primary objective of the Parking Enforcement Unit is to enforce the parking ordinances of the City of Harrisburg, the parking statutes of the Commonwealth of Pennsylvania and maintain all related documents and data for crucial reference.

Enforcement is achieved by proper deployment and scheduling of Parking Enforcement personnel in a manner that best supports the Harrisburg Bureau of Police.

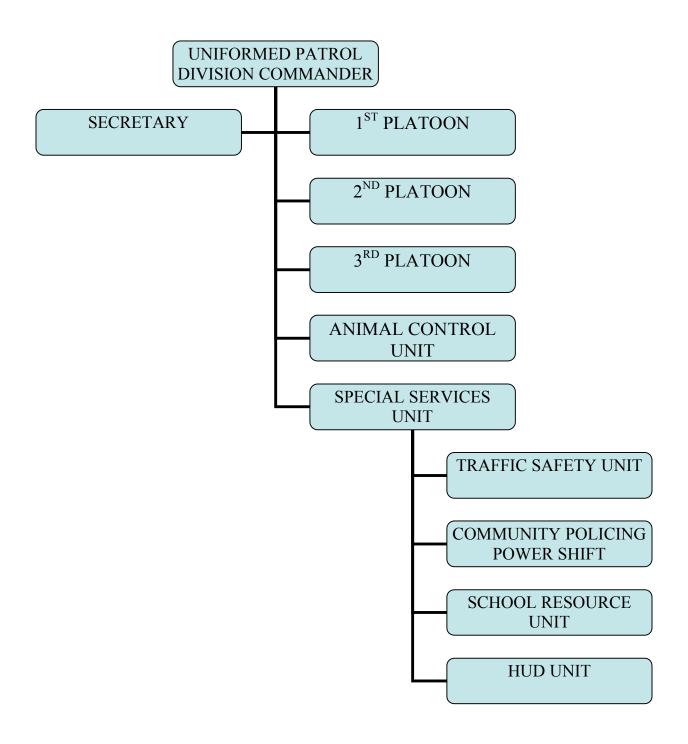
The Unit consists of ten (10) Parking Enforcement Officers, one (1) Data Entry Operator, one (1) Administrative Assistant and one (1) Administrator.

Listed below is a summary of the unit activity for 2008:

PARKING TICKETS ISSUED

Parking Enforcement Officers Police Officers and Park Rangers		104,380
	TOTAL TICKETS	111,539
Vehicles Booted		462
	<u>REVENUE</u>	
Ticket Revenue Boot Fee Due from District Justice's Boot Revenue Residential Permits Meter Revenue No Parking Signs	3	\$1,306,260 \$ 27,372 \$ 10,955 \$ 27,046 \$1,234,578 \$ 142,076
TOTAL REVENUE		\$2,748,287

UNIFORMED PATROL DIVISION ORGANIZATIONAL CHART



UNIFORMED PATROL DIVISON OVERVIEW

In 2008 the Uniformed Patrol Division consisted of a Commander, three (3) Platoons, a Special Services Unit, School Resource Officer Unit, Community Policing Power Shift, and an Animal Control Officer.

The command structure of the Uniformed Patrol Division is as follows:

Division Commander	Captain
Platoon Commander	Lieutenant
Special Services Unit	Lieutenant
School Resource Unit	Corporal
Community Policing Power Shift Unit	Corporal
Animal Control	Civilian
Traffic Safety Unit	Sergeant

The Uniformed Patrol Division has the largest number of uniformed officers within the Bureau. In December 2008, 111 officers were assigned to the Uniformed Patrol Division. These men and women are the "front line" of law enforcement and respond to calls for service from the public, patrol the neighborhoods and streets of the city and respond to any other emergency that may arise.

The Animal Control Officer is a civilian and is included in this Division.

UNIFORMED PLATOON ACTIVITY

SHIFT	NUMBER OF CALLS YTD		TOTAL TIME (HOURS	
	2007	2008	2007	2008
	CALLS FO	R SERVICE		
1	9,643	9,451	12,798.3	12,879.8
2	18,652	19,236	17,781.4	17,848.4
3	19,722	21,176	18,585.9	19,403.2
TOTAL	48,017	49,863	49,165.6	50,131.3

	DIRECTED ACTIVITY			
1	9,967	9,715	10,303.4	10,999.4
2	12,854	14,922	21,915.0	24,091.1
3	15,104	18,178	21,215.8	20,459.8
TOTAL	37,925	42,815	53,434.2	55,550.2

	ADMINISTRATIV			
1	10,243	10,530	18,440.2	20,517.0
2	40,122	39,201	93,907.9	92,475.9
3	18,367	20,306	23,069.3	25,646.3
TOTAL	68,922	70,037	135,417.4	138,639.3

	UNCOMMITTED PATROL TIME			
1	1,494	1,360	1,709.8	2,017.4
2	1,548	1,638	925.7	870.4
3	2,220	2,314	2,282.9	2,300.0
TOTAL	5,262	5,312	4,918.3	5,187.8
GRAND TOTAL	159,886	169,163	242,935.5	249,508.6

SPECIAL SERVICES UNIT

In 2006 the Special Services Unit was formed to encompass the officers that have special training and still perform a "patrol" function. The officers were removed from the platoon system to better utilize their training during varied hours. The unit consists of officers with training in canine, and accident investigation/traffic, dog law enforcement, abandoned vehicle removal skills.

TRAFFIC SAFETY

The Traffic Safety portion consists of a sergeant and three (3) patrol officers. This group is responsible for the reduction of vehicular and pedestrian accidents in the City of Harrisburg. They also provide education to the public regarding safety belts and seats, driver and vehicle registration, DUI prevention, approval of PennDot issued oversize/load permits that travel the City's roadways and other traffic related matters. In 2005, commercial truck inspection began on the City's truck ways. Traffic Safety officers have participated in the various events listed below.

- Enforcement of traffic laws
- Accident investigation and reconstruction
- Review of "Crash Data Retrieval" information
- Escort of Dignitaries, funeral processions and parades
- Traffic engineering studies
- Pennsylvania Association for Safety Education
- DUI detection and awareness program
- Buckle UP PA enforcement details
- PA DUI enforcement details
- Intensive Patrol detail
- Jr. Police Academy
- Citizen's Police Academy

TRAFFIC SAFETY TRAINING

All Traffic Safety officers strive to be the best by taking advantage of training opportunities as they become available. This assists the officers in remaining up-to-date on traffic safety investigation education and information as well as the newest trends/data in accident reconstruction. During 2008, officers received the following training:

- Vehicle Code and Crimes Code Updates
- Firearms Training
- CPR Training
- Officer Safety Training
- Crash Data Retrieval System School
- DUI Detection/SFST
- Police Motor Cycle Operator
- Vehicle Inspection Updates
- Standardized Field Sobriety Test Instructor
- Technical Collision Investigation

MOTOR VEHICLE ACCIDENTS IN THE CITY OF HARRISBURG

MONTH	TOT ACCID		INJU	JRIES	FATA	LITIES
	2007	2008	2007	2008	2007	2008
January	181	182	31	27	1	1
February	204	207	19	47	0	0
March	196	191	46	23	0	1
April	177	190	27	31	1	0
May	202	219	52	30	0	0
June	184	185	53	24	0	1
July	196	213	51	27	0	1
August	199	185	49	30	0	0
September	193	195	45	27	0	1
October	211	1495	41	20	0	2
November	186	203	43	32	0	2
December	176	208	42	21	0	1
TOTAL	2,305	2,373	499	321	2	10

FATALITIES

January	13 th & Market Sts. Pedestrian	
March	State & Royal Terrace	Motorcyclist
June	1000 Block Herr Street	Pedestrian
July	Graham & Hoffman Sts.	Motorcyclist
September	1600 Block Drummond St.	Pedestrian
October	Front & Verbeke Sts.	Pedestrian (2)
November	Cameron & Market Sts.	Driver
	RT 322/22	Driver
December	I83 Off Ramp	Passenger

ENFORCEMENT STATISTICS FOR TARGET AREAS

LOCATION	CITATIONS	REPORTABLE ACCIDENTS	NON- REPORTABLE ACCIDENTS
Front St.	1,608	13	31
Second St.	367	10	36
Cameron St.	460	19	51
Paxton St.	111	4	23
All Others	2,046	145	378
TOTAL	4,592	191	519

ALL OTHER ENFORCEMENT INFORMATION

Parking Tickets1	.,112
Warrant Arrests	75
DUI Arrests	75
Follow-Up Investigations.	295
Non-Traffic Citations	17
Fatal Traffic Accidents.	10

POLICE VEHICULAR ACCIDENTS

MONTH	NUMBER	POLICE	CIVILIAN	AVOIDABLE	NON
		INJURY	INJURY		AVOIDABLE
January	2	0	0	0	2
February	7	0	0	0	3
March	6	1	0	2	4
April	5	0	1	0	5
May	4	0	0	0	4
June	6	0	0	1	5
July	7	1	3	3	4
August	2	0	0	1	1
September	9	0	0	4	5
October	1	0	0	1	0
November	3	0	0	3	0
December	5	0	0	2	3
TOTAL	57	2	4	21	36

Of the avoidable accidents during 2008, the following causes were determined and resulted in disciplinary charges brought against the officer involved.

- Careless Driving
- Limitations on backing
- Moving vehicle from parked position
- Driving vehicle at safe speed
- Stop signs and Yield signs

ABANDONED VEHICLE OFFICER

The Abandoned Vehicle Unit of the Harrisburg Police Bureau has the responsibility of processing all abandoned vehicle complaints made by police officers or citizens.

The officer assigned to the Unit investigates all complaints and arranges the removal of abandoned vehicles according to statutes.

Below is the 2007/2008 comparison of the activity of the Abandoned Vehicle Unit.

PROPERTY	2007	2008
"Notice to Remove" Placards	1,436	1,207
Vehicles Moved By Owners	1,068	1,051
Abandoned Vehicle Citation	586	425
Certified Notifications Mailed	482	352
Follow-up on Placarded Vehicles	1,196	1,041
Vehicles Inventoried/Towed	907	789

ANIMAL CONTROL OFFICER

The animal control officer is a civilian assigned to the Special Services Unit. He responds to complaints involving stray, injured or sick animals, domestic and wild, that occur within the City of Harrisburg.

COMMUNITY POLICING POWER SHIFT UNIT

The Unit was formed in 1998 as a partnership with the Dauphin County Adult & Juvenile Probation and Parole, after a meeting to discuss crime and recidivism rates in the city. The

Power Shift Unit consists of a police corporal, four (4) police officers, a K-9 handler, a supervising Adult Probation Officer, six (6) Adult Probation Officers, and two (2) Juvenile Probation Officers.

One of the many responsibilities of the Unit is to assist Probation and Parole Officers with aggressive supervision of their respective clients who reside in the city limits. Police and Probation Officers team up as partners and patrol the city of Harrisburg. This combination provides greater flexibility for both the Police and Probation Officers in the performance of their duties

Another responsibility is providing street level assistance to all other departments within and outside the Bureau, with special emphasis to Organized Crime and Vice Control, County Drug Taskforce, DEA, ATF, and FBI.

In 2008 the Unit made 502 total arrests.

FelonyMisdemeanorSummary174

Of those arrested, 112 were on Adult Probation, 17 on Juvenile Probation and 29 on State Parole, and 1 on Federal Parole, yielding a 32% of persons under supervision.

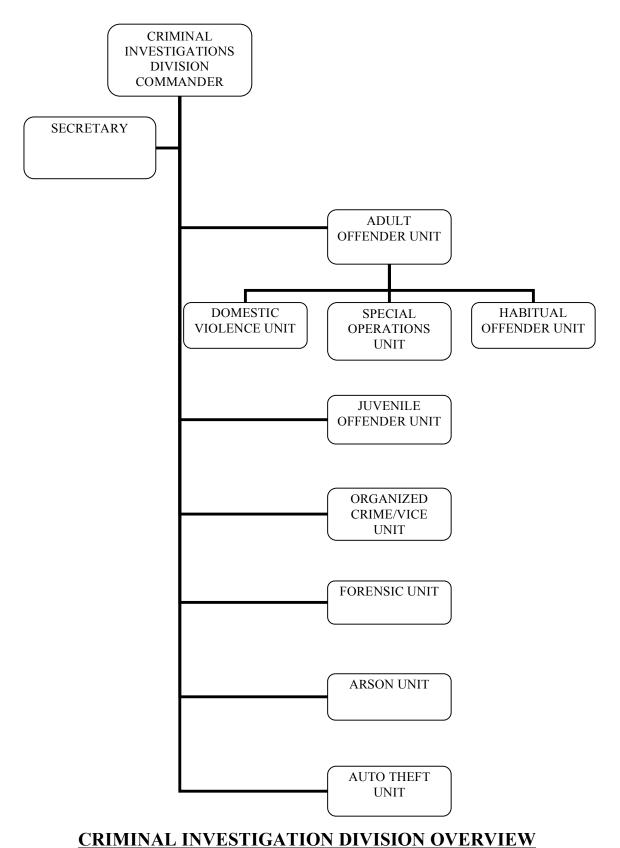
The Unit also seized 20 firearms, approximately \$26,250 in cash, and over \$30,000 in illegal narcotics.

POWER SHIFT TRAINING

All officers in the Power Shift Unit attend training and conferences throughout the year. During 2008, Power Shift Officers attended the following training.

- Vehicle & Crimes Code Updates
- Annual Police and Adult Probation Firearms Certification
- Tactical Firearms Training
- MAGLOCLEN Conference (Mid Atlantic Great Lakes Organized Crime Law Enforcement Network)
- Search & Seizure (District Attorney's Office)
- Housing & Urban Development (HUD)
- Gang Training
- JNET Facial Recognition Training

CRIMINAL INVESTIGATION DIVISION ORGANIZATIONAL CHART



The responsibility of the Criminal Investigation Division is to satisfactorily resolve incidents that escape resolution by the Uniformed Patrol Division. This is accomplished by assigning investigators to follow-up or continue investigations. The Division's responsibilities include the identification and apprehension of adult and juvenile violators.

The Criminal Investigation Division is composed of the following units. Each unit has a specific investigative focus and are as follows:

ADULT OFFENDER SECTION

This Section is responsible for the investigation of all murders and other crimes committed by persons 18 years of age and older, except those cases assigned to specialty units.

JUVENILE OFFENDER SECTION

This Section is responsible for the investigation of incidents where the person is under 18 years of age, except those incidents assigned to specialty units.

FORENSIC TECHNOLOGY UNIT

This Unit is required to maintain the inventory system for both identification and digital photo lab. The Unit is responsible for processing crime scenes and the identification of individuals through fingerprints and subsequent prosecution of individuals through expert court testimony.

HABITUAL OFFENDER UNIT

This Unit is responsible for the review of all persons arrested to determine if the arrestee meets the criteria to be considered a habitual offender. If the arrestee qualifies, investigators in this unit in conjunction with the Office of the District Attorney, seek to ensure that the arrestee receives the maximum bail, sentence and/or fine allowable by law.

ORGANIZED CRIME AND VICE CONTROL UNIT

This Unit is responsible for the enforcement of drug and vice laws as they relate to organized crime, gambling, prostitution and liquor law violations.

ARSON UNIT

This Unit is responsible for investigating all incidents of fires of suspicious origin in the City. The Unit is comprised of the City Fire Marshall who works hand-in-hand with investigators to resolve this dangerous criminal activity.

AUTO THEFT UNIT

This Unit investigates all reported incidents of auto theft in the City. This Unit was begun in 1997 with grant funding from the Auto Theft Prevention Authority.

DOMESTIC VIOLENCE UNIT

This Unit is responsible for investigating all matters dealing with domestic abuse. The purpose is to hold the defendant accountable through evidence collection and prosecution. This position is funded by a grant through the Office of the District Attorney.

SPECIAL OPERATIONS UNIT

This Unit responds to incidents of problematic "crime surges" where a trend is identified either by geographic area of type of crime. This Unit also investigates all robberies.

ADULT OFFENDER SECTION
GENERAL INVESTIGATIONS

	2007	2008
TOTAL CASES ASSIGNED	1,343	1,148
CASES COMPLETED	216	1,070
CASES CLEARED BY ARREST	296	115
EXCEPTIONAL CLEARANCE	195	113
ADMINISTRATIVE CLEARANCE	249	380
CLEARED NON-CRIMINAL	15	15
UNFOUNDED	71	45
PATROL ARRESTS	390	403
OPEN	127	78

SPECIAL OPERATIONS SECTION

2008
372
360
120
77
103
1
40
18
12

JUVENILE OFFENDER SECTION (INCLUDES CHILD ABUSE)

	2007	2008
TOTAL CASES ASSIGNED	797	691
CASES COMPLETED	779	671
CASES CLEARED BY ARREST	145	102
EXCEPTIONAL CLEARANCE	71	68
ADMINISTRATIVE CLEARANCE	371	307
CLEARANCE NON-CRIMINAL	155	130
UNFOUNDED	36	64
OPEN	74	89

ORGANIZED CRIME AND VICE CONTROL UNIT

The Organized Crime and Vice Control Unit is responsible for the investigation of the illegal sale and distribution of controlled substances, prostitution and pornography, illegal gambling operations, unlawful sale and distribution of liquor, loan sharking, labor racketeering, corruption, extortion and bribery, theft/fencing rings and illegal firearms. The total number of arrests by the Unit in 2008 totaled 611 persons.

The Unit confiscated and seized illegal drugs, money and various miscellaneous items valued in excess of \$326,845. The following is a partial breakdown of what was seized or confiscated and the total value:

Cocain	<u>ie</u>				Value:	\$157,275
	Crack		Powd	er		
	6	Ounces	14	Ounce		
	1	1/2 Ounces	0	1/2 Ounces		
	0	1/4 Ounces	0	1/4 Ounces		
	0	1/8 Ounces	0	1/8 Ounces		
	0	1/16 Ounces	0	1/16 Ounces		
	1,123	Grams	204	Grams		
	8	1/2 Grams	0	1/2 Grams		
	9	1/4 Grams	0	1/4 Grams		
<u>Heroin</u>	_				Value:	\$ 21,560
	0	Grams				
	1,078	\$20 Bags				
<u>Mariju</u>	<u>ana</u>				Value:	\$ 17,175
	2	Pounds	37	Ounces		
	1	1/2 Pound	13	1/2 Ounces		
	0	1/4 Pound	3	1/4 Ounce		
	0	1/8 Pound	0	1/8 Ounce		
	10	Plants, large	126	\$20 Bags		
	14	Plants, small	27	\$10 Bags		
Miscel	laneous	s Drugs			Value:	\$ 6,995
<u>Vehicl</u>					Value:	\$ 2,500
	2					
<u>Firearr</u>					Value:	\$ 11,000
	24					
<u>Other</u>					Value:	\$ 32,200
	1	Safes				
	4	Police Scanners				
	101	Cellular Phones				
	23	Scales				
				008 Cash Total		\$ 78,140
				008 Drug Total		\$203,005
				008 Miscellaned		\$ 45,700
				008 GRAND T		\$326,845
			VICE	<u>UNIT ARRES'</u>	<u> </u>	

CHARGES	2007	2008
D With Land D. P.	151	1.65
Possession With Intent to Deliver	151	165
Possession of Unlawful Drugs	125	103
Possession of Drug Paraphernalia	228	222
Unlawful Delivery	176	239
Conspiracy	81	94
Criminal Attempt	71	96
Misdemeanor and Felony Warrants	47	73
Summary Warrants	250	548
Prostitution	108	116
Patronizing a Prostitute	13	23
False ID to Law Enforcement	-	8
Aggravated Assault	05	7
False Report	-	3
Resisting Arrest	04	6
Violations of the Uniform Firearms Act	45	21
Endangering the Welfare of Children	02	1
Tampering with Evidence	13	9
Unlawful Delivery of Non-Controlled Substance	-	3
Recklessly Endangering	03	5
Unlicensed Sale of Alcohol	-	0
Theft By Receiving	08	4
Fugitive	01	4
Possession Instruments of Crime	-	5
Robbery	-	0
Capias	-	71
Unlawful Delivery of Non-Controlled Substance	07	3
Federal Warrant Narcotics Trafficking	-	3
Escape	04	8
Hindering Apprehension	02	3
Intimidation of Witness/Victim	-	0

FORENSIC TECHNOLOGY UNIT

The Forensic Technology Unit consists of three (3) detectives. The following is a breakdown of the Unit's activities in 2008.

IDENTIFICATION

Latent Prints Logged In	777
Comparisons Completed By Forensic Unit	38
Comparison Hits	38
Latent Fingerprints Submitted to AFIS	245
AFIS Hits	22
Assisted Outside Jurisdiction	00
Removal of Hands for I.D. Purpose	00
Composites	05
IBIS Entries	UNKNOWN
IBIS Identifications	UNKNOWN
(Due to the backlog of IBIS and AFIS, #'s are not accurate.)	

CRIME SCENES PROCESSED

Homicides/Associated Scenes	09
Suicides	01
Suspicious Deaths	09
Accidental Deaths	02
Deceased Drug Overdose	01
Rapes	14
Sexual Assaults	03
Aggravated Assaults	75
Arson	06
Auto Theft	02
Recklessly Endangering	11
Robberies	62
Burglaries	115
Fatal Traffic Accidents	07
Child Abuse	00
Kidnapping	00
Thefts	07
Traffic Accidents	13
Attempt Homicide	05
Loitering & Prowling	00
Simple Assault	24
Criminal Mischief	18
Suicide Attempts	01
Autopsies	30
Criminal Trespass	02
Bomb Threats	00
Indecent Assault	01

Endangering the Welfare of Children	04
Graffiti	05
Executed Search Warrants	31
Consent Searches	06
Firearms Violations	08
Receiving Stolen Property	00
Terroristic Threats	02
Cruelty to Animals	03
Act 64	06
Stalking	00
Harassment	00
Found Property	01
Disorderly Conduct	00
Citizens Complaints	01
Offenses Against Family and Children	00
Injured Prisoner	04
Resisting Arrest	06
Prostitution	00
Fires	00
Missing Persons	01
K-9 Apprehension	04
Wanted Persons	00
Forensic Demonstrations	03
Officer Involved Shootings	00
Megan's Law Violation	00
Suspicious Packages	00
Trademark Counterfeiting	01
Follow-up Robbery	01
Photos of Victim, Simple Assault	92
Criminal Attempt Theft	00
Photos of Victim, Aggravated Assault	34
Photos of Victim at Base, Rape	02
Institutional Vandalism	00
Photos, Follow-up Homicides	08
Thefts from Auto	11
Lure Child into Vehicle	01
Photos of Act 10 Victims	13
Home Invasion Robberies	01
Photos of Dog Bite Victims	01
Photos for Internal Investigations	05
Photos of Robbery Victims	18

EVIDENCE PROCESSED IN LAB

Act 64 64

Aggravated Assaults	26
Arson	02
Burglaries	41
Criminal Mischief	06
Kidnapping	01
Unauthorized Use of a Motor Vehicle	00
Homicide	22
Suspicious Death	00
Robbery	45
Thefts	10
Recklessly Endangering	04
Simple Assaults	03
Weapons Offenses	46
Auto Theft	13
Rapes	07
Indirect Criminal Contempt	00
False Alarm Public Agencies	00
Missing Persons	00
Receiving Stolen Property	03
Disorderly Conduct	00
Megan's Law Violations	00
Indecent Assault	00
Trademark Counterfeiting	01
Suspicious Person	00
Traffic Accidents	01
Processed Videos	22
Stalking	00
Loitering and Prowling	00
Criminal Trespassing	00
Intimidation of a Witness	00
Sexual Assaults	01
Terroristic Threats	04
Fraud	00
Video Tapes Processed	38
Forges Documents	00
Found Property	05
Assisted OJ with Evidence Processing	00
Retail Theft	01
Theft from Vehicle	26
Stolen Property	01
Harassment by Communication	01
Graffiti	01
Attempt Homicide	01
Criminal Attempt Homicide	02

AFIS/IBIS STATISTICS

Latent Fingerprints Submitted to Forensics	777	
Latent Fingerprints Submitted to AFIS	245	
Matches Found by AFIS (Hits)	22	
Unidentified but Registered Fingerprints	223	
Unidentified Fingerprints Submitted to AFIS		532
*TLI Hits by AFIS	00	

^{*}A TLI hit is a ten print to latent identification. This means that a latent fingerprint was entered into the AFIS database for a future search. When a new arrest card is entered into AFIS, it matches to the old latent print.

The results of the submissions are incomplete due to the backlog at PSP AFIS.

IBIS (INTEGRATED BALLISTIC IDENTIFICATION SYSTEM)

Number of Items Submitted for Entry

UNKNOWN

Number of IBIS Hits is Unavailable at this time

MONTHLY PHOTOGRAPHS PROCESSED

	DIGITAL PHOTOS	CONTACT	TOTAL
	PROCESSED	SHEETS	
January	3268	127	3395
February	1954	109	2063
March	3537	171	3708
April	3927	185	4112
May	3263	125	3388
June	3496	147	3643
July	4146	150	4296
August	3543	146	3689
September	3987	177	4164
October	3986	133	4119
November	3147	117	3264
December	4033	135	4168
Total	42,287	1722	30,587

MONTHLY PHOTOGRAPHS PRINTED

	5x7	5x7	3.5x5	8x10	8x10	8x12	Digital	Videos
	Digital	Color	Photo	Digital	Color	Digital	Poster	Processed
	Photo	Photo		Photo	Photo	Photo		
Jan	00	00	00	42	616	00	03	02
Feb	00	00	00	10	83	00	01	06
March	00	01	00	87	533	00	00	05
April	00	05	00	31	45	00	00	05
May	00	00	00	41	15	00	00	00
June	00	00	20	81	155	00	00	00
July	00	00	00	205	51	00	00	01
Aug	00	00	00	00	152	00	00	02
Sept	00	00	00	55	233	00	00	02
Oct	00	00	00	50	00	00	00	08
Nov	00	00	00	107	481	00	00	01
Dec	00	00	00	05	107	00	00	01
Total	00	06	00	714	2471	00	04	33

Total number of photographs printed:

3,195

Note that the number of videos is not added to the total number of photos processed.

VOICE STRESS ANALYZER (C.V.S.A.) STATISTICS

	2007	2008
Homicide	0	0
Rape	0	0
Robbery	1	0
Aggravated Assault	0	0
Sexual Assault	6	0
Theft	1	4
Arson	0	0
Suspicious Death	0	0
*Pre-employment	23	0
Drugs	0	0
Burglary	0	0
Total	32	4

^{*}Switched from using CVSA to Polygraph for pre-employment.

POLYGRAPH UNIT

Various Criminal Investigations 17 Applicant Polygraphs 39 Total 56

AUTO THEFT UNIT

	2007	2008
Cases Assigned	472	296
Cases Completed	472	374
Cleared by Arrest	56	56
Exceptional Clearance	14	21
Administrative Clearance	188	252
Cleared Non-Criminal	136	29
Unfounded	78	5
Cases Open	0	11

DOMESTIC VIOLENCE UNIT

	2007	2008
Calls for Assistance	4475	4177
Incident Reports	435	882
Incidents Investigated	435	882
Arrests Predominant Aggressor	341	559
Dual Arrests	3	7
Protection from Abuse Orders Served on Offenders	15	26
Arrests for Violation of Bail Bond	0	6
Service/Enforcement of Warrants	183	244
Arrests for Violations of Protection from Abuse Orders	59	50
Protection Orders Issued	0	3
Referrals of Case to Prosecutor	0	736
Referrals of Federal Firearms Charges	0	0

ARSON UNIT STATISTICS

The Harrisburg Bureau of Police Arson Unit investigated twenty-four (24) arson fires in the City of Harrisburg in 2008. City arson fires are listed below:

Location	<u>Cause</u>	Comments
1200 Block Mulberry Street	Arson	Rubbish
431 S. 15 th Street	Accidental/Fatal	Structure
1900 Block Green Street	Undetermined	Vehicle
1251 Mulberry Street	Accidental	Structure
1320 S. 13 th Street	Arson	Structure
400 Block Wiconisco Street	Arson	Structure
1319 Kittattinny Street	Accidental	Structure
1514 State Street	Arson/Juvenile	Vehicle
400 Block Wiconisco Street	Arson	Rubbish
Harrisburg Hospital	Attempt Suicide/Fire	Human
1500 Block Vernon Street	Arson	Vehicle
437 Hummel Street	Arson	Vehicle
1731 Regina Street	Arson/4 Juveniles	Structure
2351 Luce Street	Accidental	Structure
1900 Block Zarker Street	Undetermined	Vehicle
1829 Bellevue Road	Arson	Structure
1400 Block Zarker Street	Arson	Vehicle
1835 Park Street	Arson/Juvenile	Rubbish
2100 Block Moore Street	Arson/Juvenile	Rubbish
200 Block Crescent Street	Undetermined	Vehicle
21 Row Hall Manor	Undetermined	Vehicle
1837 Rudy Road	Arson	Structure
47-49 N. 13 th Street	Arson	Structure
1113 Derry Street	Arson/Adult	Structure
918 Penn Street	Accidental	Structure
John Harris High School	Arson	Structure
342 Woodbine Street	Accidental	Structure
238 S. 13 th Street	Arson	Structure
2253 Logan Street	Arson	Structure
2131 Penn Street	Undetermined	Structure
City Island	Arson	Vehicle/Boat
322 N. 2 nd Street	Accidental	Structure
1700 Block Helen Street	Undetermined	Structure
1501 Derry Street	Arson	Structure
111 Evergreen Street	Arson	Structure
1702 Market Street	Arson	Structure
2020 Derry Street	Arson	Rubbish
2032 N. 5 th Street	Arson	Structure
1404 Liberty Street	Accidental	Structure
Summary:		

Total Arsons: 24
Total Accidental Fires Investigated: 8
Total Undetermined Fires: 6
Total Adults Charged with Arson: 1
Total Juveniles Charged with Arson: 7

AWARDS AND COMMENDATIONS

The Bureau of Police held its award ceremony on May 14, 2008. Awards were presented to deserving police officers and other law enforcement personnel who distinguished themselves in the performance of their duties.

Recommendations for awards are submitted to Division Commanders by supervisors. After review of the recommendations Division Commanders forward their choices to the Chief of Police for final approval. The Bureau of Police also recognizes efforts by community members who have assisted the Bureau during in-progress situations and investigations.

Awards presented in 2008 are as follows:

	TOTAL	175
•	Citizen Commendation	19
•	Letters of Commendation	2
•	Distinguished Unit Citations	5
•	Merit Awards	147
•	Detective of the Year	1
•	Officer of the Year	1

HARRISBURG BUREAU OF POLICE RETIREMENTS

<u>Name</u>	Date of Hire	Date of Retirement
Brown, Ralph C.	09/25/73	11/01/08

POLICE CODE OF ETHICS

PRIMARY RESPONSIBILITIES OF A POLICE OFFICER

A police officer acts as an official representative of government who is required and trusted to work within the law. The powers and duties of an officer are conferred by statute. The fundamental duties of a police officer include serving the community, safeguarding lives and property, protecting the innocent, keeping the peace and ensuring the rights of all to liberty, equality and justice.

PERFORMANCE OF THE DUTIES OF A POLICE OFFICER

A police officer shall perform all duties impartially, without favor of affection or ill will and without regard to status, sex, race, religion, political belief or aspiration. All citizens will be treated equally with courtesy, consideration and dignity.

Officer will never allow personal feeling, animosities or friendships to influence official conduct. Laws will be enforced appropriately and courteously, and in carrying out their responsibilities, officers will strive to obtain maximum cooperation from the public. They will conduct themselves in appearance and deportment in such a manner as to inspire confidence and respect for the position of public trust they hold.

DISCRETION

A police officer will use responsibly the discretion vested in the position and exercise it within the law. The principle of reasonableness will guide the officer's determinations and the officer will consider all surrounding circumstances in determining whether any legal action shall be taken.

Consistent and wise use of discretion based on professional policing competence, will do much to preserve good relationships and retain the confidence of the public. There can be difficulty in choosing between conflicting courses of action. It is important to remember that a timely word of advice rather than an arrest, which may correct an appropriate circumstance, can be a more effective means of achieving a desired end.

USE OF FORCE

A police officer will never employ unnecessary force or violence and will use only such force in the discharge of duty as it is reasonable in all circumstances.

Force should be used only with the greatest restraint and only after discussion, negotiation and persuasion have found too inappropriate or ineffective. While the use of force is occasionally unavoidable, every police officer will refrain from applying the unnecessary infliction of pain or suffering, and will never engage in cruel, degrading or inhuman treatment of any person.

CONFIDENTIALITY

Whatever a police officer sees, hears or learns, which is of a confidential nature, will be kept in confidence unless the performance of duty or legal provision requires otherwise.

Members of the public have a right to security and privacy, and information obtained about them must not be improperly divulged.

INTEGRITY

A police officer will not engage in acts of corruption or bribery, nor will an officer condone such acts by other police officers.

The public demands that the integrity of police officers be above reproach. Police officers must therefore avoid any conduct that might compromise integrity and thus undercut the public confidence in the law enforcement agency. Officers will refuse to accept any gifts, presents, subscriptions, favors, gratuities, or promises that could be interpreted as seeking to cause the officer to refrain from performing official responsibilities honestly and within the law. Police officers must not receive private or special advantage from their official status. Respect from the public cannot be bought; it can only be earned and cultivated.

COOPERATION WITH OTHER OFFICERS AND AGENCIES

Police officers will cooperate with all legally authorized agencies and their representatives in the pursuit of justice.

An officer or agency may be one among many organizations that may provide law enforcement services to a jurisdiction. It is imperative that a police officer assists colleagues fully and completely, and with respect and consideration at all times.

PERSONAL/PROFESSIONAL CAPABILITIES

Police officers will be responsible for their own standard of professional performance and will take every reasonable opportunity to enhance and improve their level of knowledge and competence.

Through study and experience, a police officer can acquire the high level of knowledge and competence that is essential for the efficient and effective performance of duty. The acquisition of knowledge is a never-ending process of personal and professional development that should be pursued constantly.

PRIVATE LIFE

Police officers will behave in a manner that does not bring discredit to their agencies or themselves. A police officer's character and conduct while off duty must always be exemplary, thus maintaining a position of respect in the community in which he or she lives and serves. An officer's personal behavior must be beyond reproach.